Implementation Plan

Introduction

This addendum to the *Coconino County Comprehensive Plan* lists proposed action items to facilitate the plan's implementation. Rather than providing a set of finely tuned policies for use in reviewing development proposals, this Implementation Plan offers strategies that can be refined to determine budget priorities, plan for capital improvements, or help develop annual workplans. It considers the needs of end users as well as those who will apply these strategies.

Annual Review

The Comprehensive Plan will be reviewed annually to track the County's progress in implementing these action items and to establish new action items for the upcoming year. This process will occur concurrently with the annual workplan and budget process. It will entail:

- Reviewing and reporting on the progress the County has made toward implementing the Comprehensive Plan.
- Identifying new action items.
- Prioritizing the remaining and new action items for the upcoming year.
- Describing who is responsible for implementing each action item, what steps are required, and how long these steps are expected to take over the next year.
- Identifying whether to include items in the budget, the Capital Improvement Program (CIP), or a departmental work plan.

This process will produce an annual Implementation Plan. Every 10 years, the Comprehensive Plan will be reviewed and updated to ensure that it is still consistent with the overall community vision. This review will also allow us to assess changes in the county and update background data and implementation strategies.

Using the Implementation Plan

The list of proposed action items is organized by Element. Action items have been numbered for reference. In addition, the column labeled "Element: Section" identifies the applicable Element and section of the Comprehensive Plan using acronyms that correspond to the plan's table of contents—for example, "NE:ESL" refers to the Environmentally Sensitive Lands section in the Natural Environment Element. Four additional columns are provided to further describe considerations for carrying out each action item.

NOTE

This Implementation Plan reflects action items presented at the time of the September 2003 Comprehensive Plan adoption

ACTION ITEM

A task designed to implement one or more policies and that identifies who will perform the task, when and how the task will be completed.

Start Priority

This corresponds to the anticipated start date for the proposed action item. Although many actions are ongoing or require long-term support, the start date can help determine priorities for annual workplans and budgets.

0: Ongoing
1: 1–2 years
2: 3–5 years
3: 6–10 years

Type

There are four primary types of action items:

Admin: Administrative activities are done as a normal part of County business. For example, administrative activities for the Community Development (CD) Department include amending ordinances or updating building codes.

Collab: Collaborative efforts involve building relationships with agencies and groups. An example of a collaborative effort would be working with the U.S. Forest Service (USFS) on forest ecosystem health issues.

Program: Program-related activities require an ongoing human component to develop and administer them. Items in this category would include developing and managing a county land trust or programming activities such as reviewing County emergency plans.

Project: Projects are tangible products that have a beginning and an end. Generally one-time activities, projects go beyond work that is done as part of daily business. An example would include developing a handout on how to revegetate disturbed areas.

Who

Information in this column specifies the party responsible for initiating and/or implementing the proposed action item—County Community Development Department staff or other agencies, organizations, or departments:

BOS: Board of Supervisors
CD: Community Development Department
DSC: Dark Skies Coalition
ES: Emergency Services Coordinator
FD: Fire Districts
GFEC: Greater Flagstaff Economic Council
GFFP: Greater Flagstaff Forests Partnership
HS: Health Services Department
NABA: Northern Arizona Building Association
NRCS: Natural Resources Conservation Service
P&R: Parks & Recreation Department
P&Z: Planning & Zoning Commission
PW: Department of Public Works
SAG: Science Advisory Group
SDC: Special Districts Coordinator
SDR: Sustainable Development Roundtable
TS: Transportation Services Department

Other agency abbreviations can be found in the Comprehensive Plan's glossary.

Limitations

This column lists special considerations that may limit or prohibit the follow-through of an action item—for example, limited money or staff, politics, legislative constraints, or other challenges like coordinating large interagency projects.

First-Year Implementation Priorities

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	1. Seek permanent funding to create a new Comprehensive Planning Coordinator position in CD. The primary responsibility of this person will be managing comprehensive planning and implementation programs.	CP	1	Admin	BOS, Budget Dept	$
☐	2. Hold training programs for P&Z Commissioners, and the BOS on how to better interpret the Comprehensive Plan and use it to make more informed decisions.	CP	1	Program	CD, BOS, P&Z	staff, $
☐	3. Develop hardcopy and internet outreach materials that detail the Comprehensive Plan and development process. Materials may include FAQs, descriptions of major themes, checklists and guidelines for planning and development, and fact sheets describing the benefits of planning.	CP	1	Project	CD, interns, NAU, consultants	staff, $
☐	4. Amend the subdivision ordinance and explore ways to create a "fast-track" approval process for small subdivisions to discourage property owners from pursuing lot splits.	CP	1	Admin	CD, BOS, dvpt community, landowners	politics
☐	5. Amend the zoning and subdivision ordinances and the sustainable building program to encourage, offer incentives, and, in some cases, permit by right the following practices: integrated conservation design and clustering for subdivisions, cluster development in all residential districts, and granny flats in residential districts. These amendments could also allow the exchange of increased density bonuses for conservation easements.	CP	1	Admin	CD, P&Z, BOS, dvpt community, Bldg Div, NABA, SDR	staff
☐	6. Develop green building incentives for new construction and for remodeling projects; also, help develop a green building checklist and a list of certified green builders and subcontractors, as well as a recognition program for green building projects.	NE:SB	1	Project	CD, Bldg Div, SDR, Sust Bldg Prgm, NABA, builders, contractors	staff
☐	7. Pursue studies related to *Growing Smarter's* requirements for water resource planning—specifically, an inventory of available surface water, groundwater, and effluent supplies, along with an analysis of how these or other supplies will serve future growth.	WR:WS	1	Project	CD, tech experts, USGS, ADWR, Water Alliance Group	staff, data, $
☐	8. Initiate and coordinate work with other local, state, and federal agencies to establish the necessary authority for the local/regional management of groundwater.	WR:RF	1	Collab	CD, ADWR, County Supervisors Assoc.	interagency coop
☐	9. Compile studies to assess how local surface and groundwater supplies can be improved by sound watershed management; subsequently, amend ordinances to incorporate recommendations for improved groundwater recharge.	WR:WS	1	Project	CD, tech experts, NAU, Water Alliance Group, BOS	staff, data, $
☐	10. Research/consider adopting an ordinance that specifies land use controls for environmentally sensitive lands. The ordinance may include development standards for slopes and ridgelines, wetlands and riparian areas, floodplains, and critical wildlife habitat.	NE:ESL	1	Admin	CD, GIS, BOS, SDR	politics, staff

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	11. Identify, develop a database, and map all floodplains, riparian areas, and wetlands to use for site reviews in conjunction with the zoning ordinance and, potentially, with an environmentally sensitive lands ordinance.	NE:ESL	1	Project	CD, GIS, consultants, NAU, Army Corps of Engineers	staff, $
☐	12. Consider offering tax incentives (for example, taxing property at a lower agricultural rate) for lands protected through conservation easements.	NE:ESL	1	Program	CD, BOS, Budget Dept, Assessor, landowners	staff, $, politics
☐	13. Research/consider adopting a fire mitigation and wildland/urban interface ordinance.	NE:FEH	1	Admin	CD, BOS, ES, FD, USFS, SDR	politics
☐	14. Work with private land managers, AGFD, ASLD, and others to prevent fragmentation of wildlife movement areas by analyzing the cumulative impacts of development; maintaining vegetative cover, open space, and native grasslands; retaining state lands; preventing the acquisition or exchange of federal lands; and minimizing land disturbances.	NE:W	1	Program	CD, AGFD, ASLD, USFW, SDR	interagency coop
☐	15. Initiate a northern Arizona land trust that could accept conservation easements and/or purchase land for open space.	LU:LOS	1	Project	CD, P&R, SDR, landowners	politics, staff, $
☐	16. Research the feasibility of enabling legislation for implementing a TDR program; subsequently, adopt a TDR ordinance.	LU:LOS	1	Project	CD, State Legislature, BOS	politics, staff
☐	17. Develop methods and materials for one-on-one talks with large property owners about alternatives for maintaining the long-term economic value of their property. Topics may include Rural Planning Area plans, estate plans, and integrated conservation design strategies.	LU:RR	1	Program	CD, landowners, financial consultants	staff, $
☐	18. Identify industries that use or showcase the county's unique resources and possibly develop a program with NACOG, GFEC, and/or chambers of commerce to support the development and expansion of these basic-sector industries.	G:ED	1	Program	CD, NACOG, GFEC, chambers	staff, $

Additional Long-Term Action Items

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations

Comprehensive Plan Overall

☐ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
19. Develop a plan implementation advocacy group to assist in the identification of new action items and to help carryout components of the Implementation Plan.	CP	1	Program	CD, SDR	staff
20. Review each Area Plan within 5 years of adoption and update each within 10 years, or as changing conditions dictate.	CP	0	Program	CD	
21. Prepare and maintain a prioritized list of communities that want or need an Area Plan and incorporate this into program work schedules, and subsequently assist communities in the coordination and preparation of Area Plans and updates.	CP	1	Admin	CD, BOS	
22. Host an annual benchmarking retreat with members of the Steering Committee, Interagency Workgroup, and other participants of the Comprehensive Planning Partnership.	CP	1	Program	CD, community reps	staff, $
23. Develop a science "consultant" list (based on research and experience) for all County departments.	CP	1	Project	CD	staff, data
24. Explore opportunities with CD staff for continued work by a SAG and for a semiannual, benchmarking retreat.	CP	1	Program	CD, SAG	staff
25. Research conservation plans, ordinances, and implementation documents/case studies of other jurisdictions and organizations and draw lessons that could be applied in the county.	CP	1	Project	CD, P&R, NAU	staff
26. Coordinate open meeting sessions to present current planning topics, innovations, or development trends for citizens, developers, builders, municipal planners, and local leaders.	CP	2	Program	CD, interns, NAU, SDR	staff
27. Develop resource materials describing the plan's vision and contents for use by the BOS and presentation at community meetings and county events; materials could include videos, DVDs, or internet information.	CP	1	Project	CD	staff, $
28. Develop a summary of the plan's main ideas with a map, list of goals and policies, and a plan "compliance checklist" (including ideas for how to use the comprehensive plan in putting together a successful development proposal).	CP	1	Project	CD	staff, $
29. Continue contributions to the annual countywide newsletter detailing the past year's planning successes and target action item priorities for the coming year.	CP	0	Project	CD	
30. Coordinate with NAU's Center for Sustainable Environments to organize recognition/awards programs for "smart growth" or "high-performance" initiatives that promote plan policies. Endorsements could be given, for example, by The Nature Conservancy or NABA for "good planning" projects.	CP	2	Program	CD, NAU, NABA, SDR	staff
31. Seek NAU graduate students to conduct research and project-based action items as individual or class projects.	CP	0	Program	CD, NAU	

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 32. Develop programs with high schools and NAU's Geography and Public Policy program to conduct "Planners for a Day" where students have an opportunity to role-play and understand the job of a community planner.	CP	2	Program	CD, NAU, high schools	staff
☐ 33. Develop programs and outreach materials to foster community awareness of community development and planning. Programs may be coordinated with the American Planning Association's "World Town Planning Day" (November), or through displays at the County Fair and similar community activities/events. For special planning projects, a photo, essay, and/or poetry contest could be organized.	CP	2	Program	CD, school districts	staff, $
☐ 34. Develop resource materials describing basic county planning practice; formats could include a citizens' manual, a kids' coloring book, and a "Planning for Dummies" booklet.	CP	2	Project	CD	staff, $

Natural Environment

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 35. Participate in developing and implementing large-scale plans for preserving, protecting, restoring, and managing important riparian areas, wildlife habitats, wetlands, springs, and other environmentally sensitive lands; work with landowners to find alternatives to developing on environmentally sensitive lands.	NE:ESL	0	Collab	CD, AGFD, USFW, SDR, NAU, enviro groups, landowners	staff
☐ 36. Amend the zoning ordinance to support creative designs that cluster development away from floodplains and riparian areas.	NE:ESL	1	Admin	CD, dvpt community	politics
☐ 37. Match the resources of other agencies (where possible) in efforts to protect open space. For example, the state's Open Space Acquisition Program and federal farm and ranch protection programs could be considered as a funding source.	NE:ESL	0	Program	CD, P&R, landowners	politics, $
☐ 38. Support inventories, monitoring, and research that addresses questions about wildlife distribution, habitat use, movement, population dynamics, and the effects of development on wildlife and habitat.	NE:W	0	Collab	AGFD, USFW, NAU	data
☐ 39. Use studies of indicator species to support the conservation of wildlife habitat in the design of residential development projects and roads, to the extent possible.	NE:W	0	Program	CD, AGFD	
☐ 40. Support land management agencies, landowners, and developers to pursue land exchanges or acquisitions that benefit wildlife and protect unique habitats.	NE:W	0	Collab	CD, USFS, BLM, AGFD, ASLD, USFWS, landowners	politics
☐ 41. Consider developing an access/road management plan and subsequently consider closing and/or upgrading County roads to improve watershed conditions and minimize wildlife disturbances.	NE:W	3	Admin	CD, PW	politics
☐ 42. Support land management agencies and landowners in restoring springs and wetlands and preventing damage to, and restoring dry and wet meadows caused by recreational use and unnecessary roads.	NE:W	0	Collab	AGFD, USFS, USFWS, landowners, GFFP, Coconino Sportsmen	politics

✓ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 43. Support efforts to better accommodate wildlife crossings along major roadways and efforts to protect habitat connectivity in wildlife movement areas and associated grasslands.	NE:W	0	Collab	CD, PW, ADOT, AGFD, USFWS	data
☐ 44. Amend subdivision and zoning ordinances to promote wildlife friendly fencing methods.	NE:W	2	Admin	CD, AGFD	$
☐ 45. Develop incentives to mitigate impacts to pronghorn habitat and historic prairie dog colonies. Incentives could encourage landowners to avoid or minimize development in such areas or to purchase or conserve land outside developments to mitigate habitat loss.	NE:W	3	Project	CD, AGFD, USFW, landowners	data, inter-agency coop, $
☐ 46. Research the translocation of prairie dog colonies as a feasible approach to preventing species loss.	NE:W	2	Project	NAU, AGFD	politics
☐ 47. Develop resource materials to educate the public about prairie dogs and their habitat.	NE:W	2	Project	CD	staff, data, $
☐ 48. Develop resource materials describing the county's ecosystem types highlighting special considerations for development.	NE:V	2	Project	NAU, SAG	staff, $
☐ 49. Amend the landscape ordinance to require planting native vegetation in areas where the ground has been disturbed, including areas of single family residential development.	NE:V	2	Admin	CD	politics
☐ 50. Develop resource materials describing how to revegetate disturbed sites and areas.	NE:V	2	Project	CD	staff, $
☐ 51. Promote education efforts for builders, real estate agents, and property owners on revegetation of disturbed areas.	NE:V	0	Program	CD, NABA	
☐ 52. Develop resource materials describing where to obtain native seed and how to eliminate noxious weeds.	NE:V	2	Project	CD	staff, $
☐ 53. Eliminate noxious weeds on county-owned property.	NE:V	0	Program	PW, PR, Facilities	staff, $
☐ 54. Promote education efforts to prevent the spread of noxious weeds.	NE:V	0	Program	CD, PW	
☐ 55. Support efforts of Weed Management Areas.	NE:V	0	Collab	CD, PW	
☐ 56. Participate in collaborative forest ecosystem health planning, management, restoration, and thinning efforts.	NE:FEH	0	Collab	USFS, NAU, CD, GFFP, SDR	$
☐ 57. Support efforts to establish neighborhood "Friends of the Forest" volunteer groups.	NE:FEH	0	Collab	CD, community groups	staff
☐ 58. Support management strategies in the wildland/urban interface, emphasizing scenic quality, neighborhood recreation, wildlife habitat, and fire protection.	NE:FEH	0	Collab	CD, USFS, ASLD, landowners	
☐ 59. Consider adopting an ordinance and support efforts to require the removal of bark-beetle infested and dead trees.	NE:FEH	1	Admin	CD, landowners, FD	enforcement, $
☐ 60. Consider an ordinance amendment to require building envelopes (a designated area of a site in which all buildings must be placed) that protect soils and native vegetation.	NE:S	2	Admin	CD, SDR, Bldg Div, dvpt community	
☐ 61. Develop a soil index that outlines criteria for construction/development suitability.	NE:S	2	Project	CD, NRCS	staff

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	62. Encourage and support efforts of NRCS to complete and update county soils maps that identify critical or problematic soils.	NE:S	0	Collab	NRCS	data, $
☐	63. Continue to help fund the application of dust-suppression materials in road maintenance districts and provide technical and financial assistance to new road improvement districts.	NE:AQ	0	Program	PW, CD, Budget Dept.	$
☐	64. Amend the subdivision, zoning, and grading ordinances to require dust evaluation and mitigation prior to and during the review and approval processes for subdivisions and major developments.	NE:AQ	2	Admin	CD, dvpt community	politics
☐	65. Support efforts to reduce airborne pollutants originating inside and outside the county.	NE:AQ	0	Collab	HS, CD	
☐	66. Consider amending the building code to require EPA-approved stoves for new construction.	NE:AQ	2	Admin	CD, Bldg Div	
☐	67. Apply for grants and awards programs such as EPA's "Livable Communities." The EPA program, for example, recognizes innovations for Green Building practices, integrated community planning, integrating smart growth principles into planning, mitigating the impacts of sprawl, community education; and waste reduction and materials reuse.	NE:AQ	0	Program	CD, NAU	staff
☐	68. Consider an ordinance that allows environmentally friendly alternatives to paving parking lots while still providing dust suppression.	NE:AQ	1	Admin	CD	
☐	69. Develop incentives and public outreach/education materials for the replacement older wood stoves and encourage the installation of low-emission wood-burning stoves when approving construction permits	NE:AQ	1	Project	CD	staff, $
☐	70. Consider amending the building code to include provisions for an energy code (i.e. provisions to encourage development of renewable energy technologies, follow sustainable building practices, and use energy efficiently).	NE:RE	1	Admin	CD, Bldg Div, NABA	staff, data
☐	71. Promote the use of energy efficient and/or alternative fuel vehicles for County activities.	NE:RE	2	Admin	PW, Budget Dept.	$
☐	72. Develop incentives and/or consider offering a building permit "rebate program" for construction that incorporates energy efficient, conservation-type utilities and infrastructure such as the installation of composting toilets.	NE:SB	2	Project	CD, Bldg Div, NABA, HS	$

Water Resources

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	73. Develop a drought mitigation plan.	WR:WS	1	Admin	CD, municipalities, ADWR, ES	staff, interagency coop
☐	74. Participate in ongoing committees, municipalities, and agencies to evaluate the viability and impact of alternative water supplies and to pursue studies addressing regional water supply issues.	WR:WS	0	Collab	CD, municipalities, experts	staff
☐	75. Evaluate local and regional trends in water consumption to develop water policy.	WR:WS	2	Project	CD, tech experts	staff, data

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	76. Collaborate with appropriate agencies/organizations to evaluate methods for groundwater recharge.	WR:WS	0	Collab	CD, tech experts	staff, $
☐	77. Amend ordinances to allow alternatives to paving parking areas in order to enhance groundwater recharge.	WR:WS	1	Admin	CD, PW	
☐	78. Amend ordinances to require that proposals for all major development specify water conservation measures such as low-flow plumbing fixtures, on-site harvesting, water reuse, and appropriate landscaping.	WR:WP	2	Admin	CD, Bldg Div, dvpt community, HS	politics
☐	79. Provide technical assistance to citizens in the formation of water districts.	WR:WP	0	Program	CD	staff
☐	80. Develop resource materials describing water availability, conservation, and related topics for residents who haul water.	WR:WP	1	Project	CD	staff, $
☐	81. Develop and adopt countywide conservation standards, citing USGS precipitation records.	WR:WCAS	1	Admin	CD, P&R, USGS	staff, politics
☐	82. Participate with agencies/organizations to develop a database of water conservation methods and to develop a public education program on water issues.	WR:WCAS	0	Collab	CD, municipalities, ADWR, NACOG, NAU	staff, data
☐	83. Adopt green building standards that include incentives for water conservation and graywater systems.	WR:WCAS	1	Admin	CD, SDR, HS, Bldg Div, NABA, ADWR, NAU	staff
☐	84. Adopt County facility planning and construction guidelines for water conservation.	WR:WCAS	1	Admin	BOS	other facilities criteria, $
☐	85. Encourage and support ADEQ and HS to conduct a countywide study of how on-site wastewater systems impact water quality.	WR:WQ	0	Collab	CD, HS, ADEQ	staff
☐	86. Require drainage reports for subdivisions and major developments specifying how runoff will be accommodated and environmentally sensitive lands that rely on surface water and groundwater will be protected.	WR:WQ	2	Admin	CD, dvpt community	politics
☐	87. Participate in efforts to develop TMDL (total maximum daily load) plans for streams in naturally sensitive areas.	WR:WQ	0	Collab	CD, ADEQ, NACOG	data, politics
☐	88. Collaborate with landowners, agencies, and organizations to identify and protect environmentally sensitive areas that rely on surface water and groundwater.	WR:WQ	2	Admin	CD, landowners, tech experts	staff, data
☐	89. Pursue state designation as "unique waters of exceptional significance" for certain county creeks and rivers.	WR:WQ	2	Project	CD, HS, ADEQ	data
☐	90. Participate in existing programs to identify, monitor, and mitigate activities that generate nonpoint-source pollution.	WR:WQ	0	Collab	CD, NACOG, ADEQ	interagency coop
☐	91. Collaborate with ADWR to pursue authority for considering groundwater impacts associated with proposed developments.	WR:RF	0	Collab	CD, ADWR	staff, interagency coop
☐	92. Collaborate with agencies/organizations to address the role of surface water–groundwater continuity in protecting flows in springs and streams.	WR:RF	0	Collab	CD	staff, data

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations

Public Safety

☐ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
93. Develop resource materials describing Firewise landscaping and construction, fuels mitigation, and the principles of defensible and survivable space.	PS:WUI	0	Project	CD, GFFP, NABA	staff, data, $
94. Develop a coordinated, countywide, pre-suppression plan.	PS:WUI	1	Admin	ES, FD	interagency coop
95. Assist in the establishment of centralized burn pits, compost pits, or other facilities where residents can dispose of yard waste and forest debris.	PS:WUI	1	Program	PW, CD, GFFP	$
96. Collaborate with GFFP and other organizations to explore commercial opportunities for reuse of small diameter timber and biomass material.	PS:WUI	0	Collab	PW, CD, GFFP	$
97. Consider adopting ordinances or guidelines to increase the fire resistance of buildings and properties.	PS:WUI	1	Admin	CD, Bldg Div, NABA, FD	politics
98. Require covenants for property owners in new forested subdivisions to maintain their property in accordance with applicable stewardship plans, fuels mitigation plans, and the principles of defensible and survivable space.	PS:WUI	1	Admin	CD, home-owners, dvpt community	enforcement
99. Support efforts of USFS and BLM to manage dispersed recreational opportunities/sites near communities in the wildland/urban interface.	PS:WUI	0	Collab	CD, USFS, BLM	
100. Develop resource materials describing forestry and tree service consultants who can produce and implement plans for forest stewardship and fuels mitigation.	PS:WUI	2	Project	CD, GFFP	staff, $
101. Periodically review and update the floodplain management overlay zone.	PS:FES	0	Program	CD, PW, County Eng	$
102. Consider adopting hazard management zones to identify areas that are susceptible to faulting, liquifaction, settlement, and slope instability because of seismic activity. Subsequently, require a geotechnical study for development proposals that demonstrates the feasibility of building in hazard management zones and describing necessary mitigation techniques.	PS:FES	2	Admin	CD, GIS, ES, USGS, PW, County Eng, Bldg Div	staff, coordination
103. Assist property owners form fire districts by providing technical assistance in the petitioning process, as well as subsequent administrative and legal support, to the extent permitted by state law.	PS:FP	0	Program	CD, SDC, FD, County Attorney	
104. Reject waiver requests for the fire protection provisions of the subdivision ordinance.	PS:FP	0	Program	P&Z, BOS, FD	politics
105. Enforce zoning regulations and property development standards for storing combustible materials outdoors and incorporate minimum building setbacks and separation.	PS:FP	0	Program	CD	staff
106. Enforce the applicable minimum road standards for all building sites to facilitate emergency access.	PS:FP	0	Program	CD, PW	staff
107. Adopt the Uniform Fire Code and create the position of County Fire Marshall to enforce it.	PS:FP	1	Admin	BOS, Bldg Div, FD	politics
108. Research opportunities for establishing fire protection services in areas outside fire districts.	PS:FP	2	Project	CD, FD	staff

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	109. Periodically review and update the County Emergency Management Plans and Procedures regularly to reflect current threats and best management practices for responses.	PS:DRM	0	Program	ES	staff
☐	110. Develop resource materials describing evacuation procedures and individual responsibilities in the event of an emergency.	PS:DRM	1	Project	ES, FD	staff, $
☐	111. Involve ES in the development review process to address the storage, transport, or use of hazardous materials, as well as any potentially catastrophic hazards directly associated with the development. Incorporate comments or requirements into project approval as appropriate.	PS:DRM	0	Program	CD, ES	inter-dept coop
☐	112. Adopt level-of-service standards for emergency response under various development scenarios; develop a means to disclose emergency response conditions for areas that do not meet a level-of-service.	PS:LER	2	Admin	CD, GIS, ES, Sheriff, FD	interagency coop
☐	113. Promote public education in emergency first aid, and encourage residents, especially in remote outlying areas, to obtain emergency first aid, CPR, wilderness first responder, and similar emergency medical training.	PS:LER	0	Program	HS, FD	interagency coop, $
☐	114. Adopt a standard countywide system of street naming and addressing.	PS:LER	1	Admin	GIS, BOS	politics
☐	115. Ensure that all street identification signs are consistent with the provisions of the FHA's Manual of Uniform Traffic Control Devices.	PS:LER	0	Program	PW	
☐	116. Periodically assess public safety needs to address increased development and allocate the resources necessary to maintain a high level of law enforcement services.	PS:LE	0	Program	BOS, Sheriff	politics, staff, $
☐	117. Support efforts of law enforcement agencies in implementing neighborhood watch training programs, especially in areas of limited emergency response.	PS:LE	0	Collab	Community groups, Sheriff	$
☐	118. Involve the County Sheriff's Office in the earliest stages of the review process for new subdivisions and major developments, incorporating input into project approval where appropriate.	PS:LE	0	Program	CD, Subdvn Rev Committee, Sheriff	inter-dept coop

Community Services

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	119. Involve utility providers in the earliest stages of development review, incorporating their requirements into project approval.	CS:USC	0	Program	CD, utility providers	interagency coop
☐	120. Collaborate with other government and private entities and utility companies to site long-distance utility corridors in a way that best serves anticipated development patterns and future land uses while protecting environmental, historic, and scenic resources.	CS:USC	0	Collab	CD, utility providers, SHPO	interagency coop
☐	121. Collaborate with service providers, landowners, and managers to plan for and identify acceptable locations for telecommunications towers and related infrastructure while meeting the technical needs of the industry.	CS:TI	0	Collab	CD, utility providers, landowners	interagency coop

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 122. Encourage telecommunications service providers to work cooperatively with each other and collaboratively with the County in providing reliable, competitive coverage.	CS:TI	0	Program	CD, utility providers	interagency coop
☐ 123. Amend the zoning ordinance to include requirements such that approval of telecommunications towers shall be considered only with the commitment of at least one service provider to locate on the structure.	CS:TI	1	Admin	CD, utility providers	politics
☐ 124. Provide recycling services/facilities at all solid waste transfer stations and other strategic locations throughout the county.	CS:SW	1	Program	PW	$
☐ 125. Require solid waste disposal and recycling plans for major developments.	CS:SW	1	Admin	CD, HS	
☐ 126. Facilitate recycling and waste reduction through a variety of means such as educational efforts.	CS:SW	1	Program	PW	$
☐ 127. Encourage and support efforts of ADEQ to promote the beneficial use of treated effluent.	CS:W	0	Collab	CD, HS, ADEQ	interagency coop
☐ 128. Develop and promote standard designs for alternative wastewater and gray water systems.	CS:W	1	Project	HS, ADEQ	staff
☐ 129. Encourage residents to minimize exposure to disease-causing agents carried by insects, rodents, and wildlife by maintaining their properties, managing their domestic animals, and taking other preventative measures.	CS:HHS	1	Program	CD, HS	inter-dept coop, $
☐ 130. Support efforts of health and human service providers to coordinate with each other to lower costs and avoid duplication.	CS:HHS	0	Collab	HS	interagency coop, $
☐ 131. Collaborate with other government agencies and the private sector to promote cost-effective health and human services.	CS:HHS	0	Collab	HS	interagency coop, $
☐ 132. Develop level-of-service standards for health and human services and consider them during development review.	CS:HHS	1	Project	HS, CD	politics
☐ 133. Periodically assess the adequacy of existing health and human service programs and the necessity for expanding or developing new programs.	CS:HHS	0	Program	HS	politics, staff, $
☐ 134. Develop resource materials describing diseases associated with rural environments and lifestyle—how to recognize potential hazards and symptoms, and how to prevent infection.	CS:HHS	2	Project	HS	staff, $
☐ 135. Involve school districts when reviewing proposals for major developments and subdivisions to ensure that adequate resources and infrastructure are available.	CS:E	0	Program	CD, school districts	interagency coop
☐ 136. Collaborate with education/training service providers and the business community to ensure that adequate workforce development opportunities are available.	CS:E	0	Collab	school districts, comm. college, prvt sector	interagency coop

Circulation

☐ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 137. Collaborate with other transportation facility providers to coordinate planning, construction, and maintenance of circulation infrastructure, and work to improve connectivity between infrastructure under County and other jurisdictions.	C:R	0	Collab	PW, USFS, BLM, BIA, ADOT, municipalities	interagency coop

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 138. Maintain representation of elected officials and County staff in transportation planning activities with NACOG and FMPO.	C:R	0	Collab	CD, NACOG	staff
☐ 139. Conduct an annual analysis of the CIP that includes objective scoring to program new projects.	C:R	0	Program	PW, Budget Dept, CD	
☐ 140. Facilitate an annual meeting with utility companies to present and discuss the CIP.	C:R	1	Program	PW, Budget Dept, utility providers	
☐ 141. Promote the use of creative design techniques to protect wildlife and the natural ecosystem from degradation associated with infrastructure improvements.	C:R	1	Project	PW, ADOT, NAU	politics, $
☐ 142. Develop and maintain minimum design standards for new roadways to promote the construction of safe, nonmotorized travel facilities including provisions considering mobility needs, access, adjacent land uses, trail or sidewalk infrastructure, signage, pavement markings, or other treatments into roadway improvements to increase their efficiency.	C:R	1	Admin	PW, CD, ADOT	other facilities criteria, $
☐ 143. Collaborate with other government and private entities to provide public transit services for transit-dependent populations.	C:PPTS	0	Collab	TS, NACOG	
☐ 144. Support the efforts of tribal governments to establish and maintain intercity public transit service between Native American reservations and surrounding communities.	C:PPTS	0	Collab	CD, TS, Tribes	
☐ 145. Research the feasibility of developing a regional transit system in conjunction with NACOG.	C:PPTS	1	Project	TS, NACOG	staff, politics
☐ 146. Collaborate with NACOG and FMPO to secure increased financing from the state and federal governments for expanded para-transit service.	C: PPTS	0	Collab	TS, NACOG	
☐ 147. Review proposals for airport facilities to ensure compatibility with local land use patterns and Area Plans.	C:AA	0	Program	CD, FAA	
☐ 148. Collaborate with local communities and ADOT in unincorporated areas to apply for federal enhancement funding that could be used to construct facilities for bicycle and pedestrian travel.	C:NC	0	Collab	CD, PW, ADOT	interagency coop
☐ 149. Develop standards for constructing trails and bike routes.	C:NC	1	Project	PW, CD, P&R	
☐ 150. Research and develop a handbook on how to design pedestrian-friendly, bike-friendly subdivisions.	C:NC	2	Project	CD, PW	staff, $
☐ 151. Consider amending the subdivision ordinance to include standards for determining when sidewalks or other alternatives—such as unpaved trails away from streets—are appropriate.	C:NC	1	Admin	CD, PW, PR, dvpt community	politics
☐ 152. Collaborate with incorporated municipalities to integrate bike lanes and ensure a continuous regional system.	C:NC	0	Collab	CD, PW, municipalities	
☐ 153. Utilize infrastructure management systems (decision making processes that helps municipalities make cost-effective decisions concerning the maintenance and rehabilitation of infrastructure in a systematic way), such as a Pavement Management System, to help identify preservation and improvement projects for County roadways.	C:IDD	1	Admin	PW, Budget Dept, GIS	other facilities criteria, $

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	154. Collaborate with relevant agencies/organizations to make special considerations for interpretive signage, turnouts, landscape treatments, viewshed protection, and natural/cultural resource preservation for projects in gateways to major tourist destinations.	C:IDD	0	Collab	PW, ADOT, NPS	interagency coop, $
☐	155. Encourage developers to meet minimum County standards for private circulation infrastructure that could be later dedicated to public use.	C:IDD	0	Program	CD, PW	politics
☐	156. Collaborate with local communities and ADOT to ensure that new infrastructure development provides for bike lanes, connects local and rural routes, and links nonmotorized travel between community activity centers, rural recreation points of interest, and OHV trails.	C:IDD	0	Collab	PW, ADOT, municipalities	interagency coop
☐	157. Maintain a comprehensive inventory of transportation infrastructure, monitor system performance, and maintain a regular traffic counting program to better manage these facilities.	C:MI	0	Program	PW	data, $
☐	158. Develop resource materials describing dust control products and techniques for unpaved roadways.	C:MI	2	Project	PW, CD	staff, $
☐	159. Provide technical assistance to residents who desire circulation infrastructure improvements, including measures to control dust.	C:MI	0	Program	PW, SDC	staff
☐	160. Provide administrative, technical, and financial assistance to property owners (where appropriate) seeking to establish improvement districts and/or implement projects.	C:MI	0	Program	SDC, PW, CD	staff, $
☐	161. Develop resource materials describing the benefits and responsibilities of improvement districts.	C:MI	2	Project	SDC, PW, CD	staff, $
☐	162. Adopt an ordinance to minimize the introduction, movement, and proliferation of nonnative invasive plants through techniques such as visual inspection, washing, and use of staging areas for construction.	C:MI	2	Admin	PW	enforcement
☐	163. Collaborate with construction crews in maintaining safe, adequate, and convenient access through all work sites for nonmotorized traveler when improvements are made to the circulation system.	C:MI	0	Collab	PW, ADOT	
☐	164. Prioritize projects that improve the safety of high-accident locations as part of the CIP process.	C:AMS	0	Program	PW, Budget Dept	
☐	165. Pursue state and federal safety funding to improve substandard bridge facilities and areas where accident rates are high.	C:AMS	0	Program	PW	staff
☐	166. Maintain and update a database of accidents that occur on County circulation facilities.	C:AMS	3	Program	PW, Sheriff, Budget Dept	$
☐	167. Collaborate with ADOT to complete and implement access management plans for U.S. 180, U.S. 89 and other highways.	C:AMS	0	Collab	PW, CD, ADOT	interagency coop
☐	168. Work with developers and landowners to achieve safe, legal access for all properties in accordance with state law.	C:AMS	0	Program	PW, CD, landowners	
☐	169. Consider amending the subdivision ordinance to require provisions for bus stops or pullouts at the entrance to new subdivisions and in areas of expected growth.	C:AMS	1	Admin	CD, PW	

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 170. Develop resource materials describing standard agreements for sharing driveways to assist property owners in implementing access management techniques.	C:AMS	1	Project	CD, PW, ADOT	staff, $

Parks & Recreation

☑ Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐ 171. Collaborate with relevant agencies/organizations to identify, protect, manage, and interpret natural resource areas; where possible pursue opportunities to acquire and preserve important natural areas in need of protection.	PR:NA	0	Collab	P&R, USFS, ASLD	
☐ 172. Collaborate with ADOT to identify, prioritize, and develop trails and bike lanes that provide routes for nonmotorized circulation.	PR:T	0	Collab	P&R, CD, PW, ADOT	interagency coop
☐ 173. Collaborate with community groups and other agencies to develop trails plans that address public lands access and internal circulation needs.	PR:T	0	Collab	P&R, CD, PW, community groups	
☐ 174. Maintain an interagency and interdepartmental team to review trail planning strategies.	PR:T	0	Program	P&R, PW, CD, USFS	inter-dept coop
☐ 175. Develop a model for community trails plans.	PR:T	1	Project	P&R, USFS, ASLD	staff
☐ 176. Develop resource materials describing the county trail system, trailhead information, and a "trails etiquette" teaching toolkit.	PR:T	2	Project	P&R, USFS, community groups	staff, $
☐ 177. Develop standard conventions for trail easement language, recording, and management to ensure consistency; subsequently, develop a database of recorded trail easements.	PR:T	1	Project	P&R, CD, PW	inter-dept coop
☐ 178. Assist in the coordination of volunteer trail groups in partnership with land managers, homeowners' associations, and other organizations; some groups may be organized to protect, manage, and interpret historic trail corridors.	PR:T	2	Program	P&R, USFS, BLM, community groups, trail users	staff
☐ 179. Collaborate with appropriate agencies/organizations to complete cross-jurisdictional trails such as the Arizona Trail.	PR:T	0	Collab	P&R, USFS, ASLD, State Parks	staff, $, interagency coop
☐ 180. Create an OHV advisory group, create educational information that addresses the needs and impacts of OHV users, assist agencies in planning and developing designated OHV routes, and consider developing designated dirt bike, OHV, and motocross facilities to combat the problems associated with the haphazard development of such areas.	PR:T	1	Program	P&R, CD, ASLD, USFS, State Parks	staff
☐ 181. Collaborate with landowners and managers to ensure a coordinated approach to the provision and management of recreational opportunities.	PR:FSL	0	Collab	P&R, BLM, ASLD, USFS, landowners	
☐ 182. Collaborate with landowners and managers to determine the level and types of recreational uses that are appropriate immediately adjacent to neighborhoods and communities; assist in the planning and development of such areas.	PR:FSL	0	Collab	P&R, USFS, ASLD, BLM, landowners	interagency coop
☐ 183. Complete a master plan for County parks, trails, and natural areas.	PR:CPRA	1	Admin	P&R, NAU	

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	184. Pursue partnerships with agencies, community organizations, recreational user groups, and volunteers to provide stewardship to parks and recreation sites; such group would work to manage, maintain, and improve recreational facilities. Consider establishment of a nonprofit "Friends of the Park" organization.	PR:CPRA	2	Program	P&R, community groups, NAU, NPS, SDR	interagency coop, staff
☐	185. Develop recreational opportunities based on level-of-service standards in or near unincorporated communities.	PR:CPRA	1	Program	P&R	
☐	186. Develop management plans (including considerations for interpretive education) for County parks, natural areas, and recreation facilities that incorporate best management practices into the management, operation, and use.	PR:CPRA	0	Program	P&R, NAU	staff
☐	187. Consider local public input when developing new park plans to ensure that needs of residents are being met.	PR:CPRA	0	Program	P&R	
☐	188. Conduct a countywide parks and recreation needs assessment and recreational use studies.	PR:CPRA	2	Project	P&R, NAU, interns	staff, $
☐	189. Consider instituting impact fees for parks and recreation improvements.	PR:CPRA	3	Admin	P&R	politics, $
☐	190. Construct, upgrade, and maintain County parks and recreation facilities to nationally accepted standards.	PR:CPRA	0	Program	P&R	$
☐	191. Develop evaluation criteria for prioritizing land acquisitions and park developments.	PR:CPRA	1	Project	P&R	staff, politics, interagency coop
☐	192. Consider an ordinance amendment to require an environmental assessment for proposed golf courses and other active recreational facilities.	PR:NP	2	Admin	CD	politics
☐	193. Develop incentives and/or consider adopting requirements for developers to set aside a tract for a neighborhood park and/or open space.	PR:NP	2	Project	CD	staff, $, politics

Community Character

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	194. Work with developers on their public participation plan to help them identify the parties they should notify before submitting applications.	CC:CD	0	Program	CD	
☐	195. Develop incentives to help property owners preserve unique natural and historic resources.	CC:CD	1	Project	CD, SDR, SHPO, landowners	$
☐	196. Consider adopting a nuisance ordinance and proactively enforcing zoning ordinances pertaining to property maintenance.	CC:CD	1	Admin	CD, homeowners	politics
☐	197. Consider local public input in the analysis of development projects for community facilities.	CC:RAC	0	Program	CD	
☐	198. Develop guidelines for pedestrian and bicycle infrastructure improvements including safety standards within activity centers. These standards, which would be applied to adjacent roadway improvements or property development, may include trail or sidewalk infrastructure, bike lanes, signage, or pavement markings.	CC:RAC	2	Project	CD, PW	
☐	199. Collaborate with tribes to coordinate the goals and policies of this plan with their planning efforts.	CC:TLI	0	Collab	CD, tribal govts	

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	200. Provide technical assistance as feasible and encourage consultation with local tribal governments in the development of tribal-owned, non-trust lands.	CC:TLI	0	Program	CD, tribal govts	
☐	201. Develop a mechanism for staff to consult with tribes on cultural sites, concentrations of tribal resources, and/or potential development projects that are close to tribal lands or may have regional impacts. Guidelines may include incorporation of potential contacts, preferred method of communication, and timelines for tribal response.	CC:TLI	1	Program	CD, tribal govts	
☐	202. Collaborate with tribal governments to exchange data, information, and research on natural resources in order to increase communication about their use, depletion, and enhancement.	CC:TLI	0	Collab	CD, tribal govts	staff, inter-agency coop
☐	203. Collaborate with local tribal governments on cost-sharing initiatives and increased sharing of resources, such as roadway maintenance.	CC:TLI	0	Collab	CD, tribal govts, PW, Budget Dept.	
☐	204. Conduct a countywide historic and cultural resource inventory.	CC:HCR	3	Project	CD, SHPO, NAU, interns	staff, $
☐	205. Amend the subdivision regulations to require archeological studies for major developments, beginning with a literature review that discloses archeological sites and information sources.	CC:HCR	2	Admin	CD	politics
☐	206. Amend the zoning ordinance and building codes to encourage the preservation of historic structures.	CC:HCR	2	Admin	CD, SHPO	politics
☐	207. Pursue the designation of the County as a Certified Local Government for historic preservation.	CC:HCR	3	Project	CD, SHPO	
☐	208. Provide technical assistance for preserving cultural resources on public and private properties; research the NPS's "Save America's Treasures" and similar grant programs.	CC:HCR	3	Program	CD, SHPO, NPS	staff
☐	209. Promote cultural education and expanded cultural opportunities for residents.	CC:HCR	3	Program	CD, SHPO	
☐	210. Encourage communities to work on local historic area designations by providing detailed information on the area's history and cultural significance.	CC:HALP	3	Program	CD, community groups, SHPO	staff
☐	211. Establish criteria for and document changing landscapes to provide resources for historic, cultural, and ecological preservation activities. Subsequently, develop a prioritized inventory of landscapes worthy of preservation, similar to the Flagstaff Open Spaces and Greenways Plan.	CC:HALP	2	Project	CD, P&R, SHPO	staff, $
☐	212. Conduct an inventory of heritage areas that includes the important features to be preserved or protected and collaborate with landowners on state and national designations for heritage areas of historical significance.	CC:HALP	3	Project	CD, SHPO, landowners, NAU, interns	staff, $
☐	213. Conduct a visual assessment survey to identify important ridgelines and viewsheds.	CC:SVV	2	Project	CD, GIS, NAU, interns	staff, $
☐	214. Develop resource materials describing examples of good ridge and slope development to show builders.	CC:SVV	2	Project	CD, NABA	staff, $
☐	215. Consider amending the zoning ordinance to include design standards that protect the aesthetic quality of hillsides.	CC:SVV	1	Admin	CD	staff

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	216. Collaborate with ADOT to conserve the character and natural features of state and federally designated scenic byways.	CC:SC	0	Collab	CD, PW, ADOT	interagency coop
☐	217. Conduct a visual analysis of scenic resources.	CC:SC	2	Project	CD	staff, $
☐	218. Pursue "International Dark Skies [County]" status.	CC:DS	1	Project	CD, DSC, NAU	
☐	219. Develop incentives and public outreach/education materials for using the best available lighting practices in residential and commercial applications.	CC:DS	1	Project	CD, DSC	staff, $
☐	220. Collaborate with ADOT and utility providers to ensure the preservation of the dark night skies through appropriate street and facilities lighting.	CC:DS	0	Collab	CD, utility providers, ADOT, DSC	interagency coop
☐	221. Develop incentives and public outreach/education materials for residents and businesses with legally nonconforming lights to upgrade to County standards.	CC:DS	1	Project	CD, DSC, utility providers	staff, $
☐	222. Consider amending the standards for commercial and industrial development to address noise impacts, perhaps through maximum levels or mitigation standards.	CC:NQ	3	Admin	CD	politics
☐	223. Consider amending the subdivision ordinance to address noise impacts from adjacent uses, including arterial roads and highways, and to require mitigation where feasible.	CC:NQ	3	Admin	CD	politics

Land Use

☐	224. Develop methods to encourage conservation easements—for example, by allowing development or other economic land uses on portions of the property to preserve its overall value.	LU:LOS	0	Program	CD	staff, data
☐	225. Assist owners of private inholdings in exploring all alternatives to development, including exchange for federal land elsewhere.	LU:LOS	0	Program	CD, landowners, BLM, USFS	
☐	226. Coordinate with federal and state agencies, and private landowners in the development of their management plans and proposed development activities.	LU:LOS	0	Collab	CD, USFS, BLM, ASLD, landowners	staff, politics, interagency coop
☐	227. Collaborate in the exchange of information among the County, ASLD, USFS, and BLM of proposed zone changes, conditional use permits, or development projects on any private inholding in order to.	LU:LOS	0	Collab	CD, USFS, BLM, ASLD	interagency coop
☐	228. Use tools such as partnerships, donations, easements, TDRs, and the purchase of development rights to preserve open lands and, where possible, reduce the costs of land acquisition using tools such as conservation easements.	LU:LOS	0	Program	CD, P&R, landowners	politics, staff, $
☐	229. Assist ranchers in identifying methods for protecting the economic value and integrity of ranchlands. Such methods may include designating certain portions of ranches for higher-density development.	LU:RR	0	Program	CD, landowners	staff
☐	230. Collaborate with ASLD and landowners in developing conceptual land use plans that support the economic viability of ranches and promote lease activities that do not negatively affect wildlife habitat, watersheds, or other sensitive ecological areas.	LU:RR	0	Collab	CD, ASLD, landowners	staff, politics, interagency coop

	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	231. Pursue changes to state law to provide additional County review of 40-acre lot subdivisions.	LU:R	0	Collab	CD, BOS, State Legislature	staff, politics, inter-agency coop
☐	232. Continue to work with the state legislature to amend subdivision law in a way that provides counties with more review authority over lot splits in order to provide better roads, drainages, and other infrastructure.	LU:R	0	Collab	CD, BOS, State Legislature	staff, politics, inter-agency coop
☐	233. Develop incentives to encourage development of subdivisions (rather than lot splits)—for example, by streamlining the subdivision process or amending development standards.	LU:R	2	Project	CD	staff, politics, $, inter-agency coop
☐	234. Encourage a range of housing options by establishing medium- to high-density residential zoning in urbanizing areas and low- to medium-density residential zoning in developing rural and transitional areas.	LU:R	0	Program	CD, dvpt community, GFEC, NABA	
☐	235. Identify opportunities for medium-density residential development near existing communities, providing special consideration to areas where infrastructure and road networks are accessible.	LU:R	2	Project	CD, ASLD, community groups, municipalities, landowners	politics
☐	236. Encourage new construction methods and housing types to increase housing options for all socio-economic groups.	LU:R	1	Program	CD, Bldg Div, NABA, NACOG	politics
☐	237. Consider amending the zoning ordinance to allow rental accessory apartments in single-family residential zones.	LU:R	2	Admin	CD, dvpt community, NABA, utility providers	politics
☐	238. Develop design review guidelines for communities where appropriate and desired by local residents, using input from citizen committees.	LU:C	2	Program	CD	
☐	239. Promote the use of design approaches that support appropriate commercial or industrial uses, respect the environment, fit the area, and encourage the right mix of uses.	LU:C	1	Project	CD	
☐	240. Develop incentives and public outreach/education materials for property owners to bring nonconforming uses into compliance with Area Plans and the zoning ordinance.	LU:NU	2	Project	CD, community groups	staff, $
☐	241. Develop resource materials to educate the public and bring better awareness to LULUS and NIMBY issues.	LU:LULU	3	Project	CD	staff, $

Growth

	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	242. Collaborate with federal land mangers to ensure that plans designate only lands for disposition that lie within growth areas, where infrastructure is available or can easily be extended.	G:GA	0	Collab	CD, ASLD, USFS, BLM	staff, politics, inter-agency coop
☐	243. Coordinate with ASLD and private landowners to identify and protect the state sections that are most appropriate for grazing or conservation purposes and develop conceptual plans that consider the use and disposition of state lands in checkerboard areas in a regional context.	G:GA	0	Collab	CD, SDR, ASLD, landowners	staff, politics, inter-agency coop
☐	244. Develop criteria for designating, reviewing, and amending rural growth boundaries for the preparation and/or update of Area Plans.	G:GA	2	Project	CD	staff, politics

☑	Reference Number & Action Item	Element: Section	Start Priority	Type	Who	Limitations
☐	245. Coordinate with communities, federal and state agencies, and others to identify state or private inholdings or federal lands adjacent to communities that should be acquired or exchanged for either conservation or development purposes.	G:GA	0	Collab	CD, ASLD, USFS, BLM	politics, interagency coop
☐	246. Collaborate with appropriate agencies/organizations to prioritize lands identified for acquisition or exchange according to urgency (degree of threat or opportunity) and ease of transaction.	G:GA	0	Collab	CD, ASLD, USFS, BLM, P&R	staff, politics, interagency coop
☐	247. Research case studies of sustainable communities, such as Civano (near Tucson) and similar "green communities" in the southwest to see if similar concepts could apply to future development projects in Coconino County.	G:GA	3	Project	CD, interns, NAU	staff
☐	248. Coordinate with communities and agencies to identify federal lands that could be used for recreation and public purposes.	G:GA	0	Collab	CD, ASLD, USFS, BLM	politics, interagency coop
☐	249. Develop methods to measure the fair share of off-site infrastructure costs and assess these costs equitably to affected owners.	G:CD	2	Project	CD, dvpt community	politics
☐	250. Involve PW in the earliest stages of development review to ensure that proposals are consistent with CIPs.	G:CI	0	Program	CD, PW, Budget Dept.	inter-dept coop
☐	251. Research the feasibility of impact fees and other revenue sources to fund capital improvements required for increased development.	G:CI	2	Project	CD, PW, BOS, Budget Dept	staff, politics
☐	252. Coordinate planning efforts with other entities involved in CIPs to avoid duplication and ensure that adequate facilities are provided concurrently with development.	G:CI	0	Collab	PW, CD, Budget Dept.	interagency coop
☐	253. Identify areas for future industrial/economic development; consider "prezoning" such areas.	G:ED	2	Project	CD, GFEC	politics
☐	254. Collaborate with incorporated communities to site new commercial and industrial endeavors.	G:ED	0	Collab	CD, municipalities, GFEC	
☐	255. Continue to work closely with GFEC and municipalities in providing accurate information to prospective employers and businesses.	G:ED	0	Collab	CD, municipalities, GFEC	
☐	256. Develop incentives to attract environmentally friendly industries and other appropriate types of industry and employers as well as locally based or supported niche industries.	G:ED	2	Project	CD, GFEC, BOS	$
☐	257. Consider instituting a "BBB" tax (bed, board, and beverage) for unincorporated areas.	G:ED	2	Admin	CD, BOS	politics, $
☐	258. Pursue opportunities to expand the county's enterprise zone.	G:ED	1	Project	CD, GFEC	